

DISTRICT OF SQUAMISH
2020-2024 Financial Plan
2019 to 2020 Budget Detailed Reconciliation - Utilities

	Water	%	Waste Water	%	Solid Waste	%
2019 Utility Capital Reserve - (Contributions) / Draw	\$ (69,654)		\$ (79,949)		\$ (131,717)	
2020 Changes in Existing Service Levels						
Utility Fee Increases (Sch. 1)	(105,000)	150.7%	(150,000)	187.6%	(358,800)	272.4%
Net Labour Change (Sch. 2)	(53,983)	77.5%	(14,344)	17.9%	67,988	-51.6%
Contract Changes (Sch. 3)	-	0.0%	42,400	-53.0%	119,785	-90.9%
Other Adjustments (Sch. 4)	57,099	-82.0%	(119,342)	149.3%	131,196	-99.6%
Debt Service	63,369	-91.0%	184,507	-230.8%	427,882	-324.8%
Equipment Reserve	1,436	-2.1%	27,200	-34.0%	-	0.0%
Allocations	(4,252)	6.1%	(8,252)	10.3%	(4,134)	3.1%
Adjustments to Reserve from Base Changes	\$ (41,331)	59.3%	\$ (37,831)	47.3%	\$ 383,917	-291.5%
2020 New Initiatives						
Service Level Changes	105,000	-150.7%	-		28,000	-21.3%
Special Operating Projects						
2019	(95,000)		(42,000)		(201,500)	
2020	20,000		285,000		96,300	
Special Operating Projects - NET	(75,000)	107.7%	243,000	-303.9%	(105,200)	79.9%
Capital Projects						
2019	(1,452,560)		(2,410,500)		(175,000)	
2020	1,410,000		1,800,000		-	
Capital Projects - NET	(42,560)	61.1%	(610,500)	763.6%	(175,000)	132.9%
Adjustments to Reserve from New Initiatives	\$ (12,560)	18.0%	\$ (367,500)	459.7%	\$ (252,200)	191.5%
2020 Utility Capital Reserve - (Contributions) / Draw	\$ (123,545)	177.4%	\$ (485,280)	607.0%	\$ -	0.0%

Schedule 1 - Estimated Rate Changes

	Water	%	Waste Water	%	Solid Waste	%
Residential Customers		2.0%		2.5%		2.0%
Solid Waste Landfill Charges - Average Change						10.0%

Schedule 2 - Labour Changes

	Water	%	Waste Water	%	Solid Waste	%
Personnel Cost Changes	(29,983)		5,656			
Special Projects - Solid Waste Outreach					67,988	
Cost Recovery - Service Connections	(24,000)		(20,000)			
Total	\$ (53,983)		\$ (14,344)		\$ 67,988	

Schedule 3 - Contract Changes

	Water	%	Waste Water	%	Solid Waste	%
Biosolid Disposal - 3% volume growth + \$10/tonne rate change			42,400			
Bi-Annual Waste Waste Audit					25,000	
GFL - Increase Revenue from material at Landfill to be recycled					(461,800)	
GFL - Increase of material at Landfill to be recycled					511,275	
GFL - Collection contract (3% increase in material collected)					45,310	
Total	\$ -		\$ 42,400		\$ 119,785	

Schedule 4 - Other Existing Level Changes

	Water	%	Waste Water	%	Solid Waste	%
Various misc changes	7,099		(13,547)		(521)	
Change in reserve contribution -	50,000				131,717	
Revenue from Growth			(105,795)			
Total	\$ 57,099		\$ (119,342)		\$ 131,196	

DISTRICT OF SQUAMISH
Financial Plan - Working Summary



Solid Waste	2019	2020	2021
REVENUE			
Revenue from Fees & Charges			
Fees & Charges	(4,007,500)	(4,828,100)	(5,166,400)
	<u>(4,007,500)</u>	<u>(4,828,100)</u>	<u>(5,166,400)</u>
Revenue from Other Sources			
Other Revenue	(259,806)	(261,810)	(262,050)
	<u>(259,806)</u>	<u>(261,810)</u>	<u>(262,050)</u>
	-	-	-
TOTAL REVENUE	\$ (4,267,306)	\$ (5,089,910)	\$ (5,428,450)
EXPENSE			
General - Solid Waste Management	105,697	105,385	105,700
Solid Waste Management Collections	1,514,565	1,559,875	1,638,000
Solid Waste Management Landfill	1,728,150	2,264,425	2,349,850
Fiscal Services - Solid Waste Management	367,584	398,854	450,000
Special Projects	201,500	174,300	68,300
Allocations (to)/from	159,534	155,400	155,400
TOTAL EXPENSE	4,077,030	4,658,239	4,767,250
(SURPLUS) /DEFICIT	\$ (190,276)	\$ (431,671)	\$ (661,200)
ADJUST TO BALANCED BUDGET FORMAT			
NON CASH ITEMS			
CASH ITEMS NOT RECOGNIZED AS EXPENSE			
Debt Principal Repayment			
Solid Waste Utility	85,059	481,671	661,200
	<u>85,059</u>	<u>481,671</u>	<u>661,200</u>
TRANSFERS FROM OWN AND OTHER FUNDS			
From Accumulated Surplus & Provisions	(201,500)	(50,000)	-
From Reserve Funds-Solid Waste	-	-	-
	<u>(201,500)</u>	<u>(50,000)</u>	<u>-</u>
TRANSFERS TO OWN AND OTHER FUNDS			
To Direct Capital Funding	175,000	-	-
To Reserve Funds - Solid Waste	131,717	-	-
	<u>306,717</u>	<u>-</u>	<u>-</u>
NET ADJUSTED - BALANCED BUDGET	\$ -	\$ -	\$ -

CAPITAL PLAN - Utilities

\$7,035,000

Amount directly funded by rates

\$3,210,000

How the Utility Capital Plan is deployed:

Strategic Plan Projects

\$575,000

Amount directly funded by rates

\$0

Master Plan Projects

\$4,750,000

Amount directly funded by rates

\$2,750,000

Municipal Services Projects

\$1,710,000

Amount directly funded by rates

\$460,000

GROWTH (Incl. DCC)

\$0

Amount funded by rates

\$0

FACILITIES UPGRADES

\$0

Amount funded by rates

\$0

INFRASTRUCTURE UPGRADES & REPLACEMENTS

\$1,710,000

Amount funded by rates

\$460,000

EQUIPMENT UPGRADES & REPLACEMENT

\$0

Amount funded by rates

\$0

**DISTRICT OF SQUAMISH
2020-2024 FINANCIAL PLAN**

As At October 31, 2019				ANNUAL COST					2020 FUNDING SOURCES				
REF	Project Name	Department	Category	2020	2021	2022	2023	2024	Taxation / Fees	Borrowings	Accumulated Surplus	Reserves	DCC
UTILITIES													
1	Landfill Gas Capture and Flare	500-Engineering	Municipal Infrastructure	1,250,000	-	-	-	-	-	1,250,000	-	-	-
2	DCC - S2 - WWTP Upgrade for Future Growth	500-Engineering	Master Plan	500,000	4,000,000	4,000,000	-	-	-	-	180,000	-	320,000
3	Lift Station Repair and Replacement	500-Engineering	Municipal Infrastructure	50,000	-	-	750,000	-	50,000	-	-	-	-
4	Sewer System Repair and Replacement	500-Engineering	Master Plan	1,400,000	1,400,000	1,400,000	1,400,000	550,000	1,400,000	-	-	-	-
5	WWTP Repair and Replacement	500-Engineering	Municipal Infrastructure	300,000	300,000	300,000	300,000	300,000	300,000	-	-	-	-
7	New Tandem Axle Vacuum Truck for Utilities	800-Utilities	Master Plan	-	600,000	-	-	-	-	-	-	-	-
8	Sanitary Lift Station Pump Asset Management Program	800-Utilities	Municipal Infrastructure	50,000	50,000	25,000	50,000	50,000	50,000	-	-	-	-
9	Wastewater Treatment Plant Blower Replacement and Energy Eff	800-Utilities	Strategic Plan	575,000	500,000	-	-	-	-	-	575,000	-	-
19	Chiefview & Tantalus Sewer Upgrade	500-Engineering	Municipal Infrastructure	-	-	-	1,450,000	-	-	-	-	-	-
Sub-Total Sewer Fund				2,875,000	6,850,000	5,725,000	3,950,000	900,000	1,800,000	-	755,000	-	320,000
10	DCC W15 - New Reservoir	500-Engineering	Master Plan	500,000	3,000,000	-	-	-	-	-	35,000	-	465,000
12	Fire Hydrant Installation	500-Engineering	Municipal Infrastructure	30,000	30,000	-	-	-	30,000	-	-	-	-
13	Water Meter Installations	500-Engineering	Master Plan	1,000,000	600,000	-	-	-	-	1,000,000	-	-	-
14	Water System Repair and Replacement	500-Engineering	Master Plan	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	-	-	-	-
15	Ford F550 Utility Service Truck Replacement (V9431)	520-Fleet Management	Municipal Equipment	-	118,000	-	-	-	-	-	-	-	-
16	Replace Fencing at Lower University Reservoir and Pump Station	800-Utilities	Municipal Infrastructure	30,000	-	-	-	-	30,000	-	-	-	-
Sub-Total Water Fund				2,910,000	5,098,000	1,350,000	1,350,000	1,350,000	1,410,000	1,000,000	35,000	-	465,000
				7,035,000	11,948,000	7,075,000	5,300,000	2,250,000	3,210,000	2,250,000	790,000	-	785,000

**DISTRICT OF SQUAMISH 2020-2024 FINANCIAL PLAN
CAPITAL PROJECTS - UTILITY FUND**

Ref #	Project Name	Project Description	Project Justification Benefits
1	Landfill Gas Capture and Flare	Complete design and installation of landfill gas capture system and flare stack to burn off methane and convert to carbon dioxide, thereby reducing the District's greenhouse gas production.	Installation of a landfill gas capture system can mitigate approximately 75% of the GHG emissions associated with the vertical expansion of the landfill. Reducing the District's GHG production will reduce the amount the District needs to purchase for carbon offsets.
2	DCC - S2 - WWTP Upgrade for Future Growth	Upgrade the Wastewater Treatment Plant in accordance with the Liquid Waste Management Plan to achieve compliance with regulations and accommodate growth. Staff are determining the optimal technology and intend to complete design in 2020 and construct in 2021/22.	Improve sewage effluent quality in Squamish River. Accommodate community growth. Maintain necessary redundancy should there be temporary process problems at the WWTP.
3	Lift Station Repair and Replacement	Pre-Design for Queensway Lift Station in 2020, repair or replace wet well in 2023.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. The lift station replacement program began in 2011 with 2 stations per year and is nearly complete for the immediate future (subject to any outcomes of the ongoing Sewer Master Plan).
4	Sewer System Repair and Replacement	70% of the sanitary sewer system is comprised of asbestos-cement pipe which, according to the Asset Management Plan, has a remaining service life of 9-12 years. Much of the system will reach the end of its service life over a 10 year window between 2017-27. The asset management plan and long term financial plan recommend annual funding be provided for a) sewer replacement/rehabilitation or b) to contribute to sewer reserves so that funding is available when the majority of the system reaches the end of its service life over a short time period.	The District's sewer system has significant stormwater inflow and infiltration (I&I) which require that the mains, pump stations and treatment plants be over-sized to accommodate the peak wet weather flows. It also requires that the pump stations and the wastewater treatment plant use more energy since they are required to pump and treat stormwater flows in addition to sewage. I&I can be significantly reduced by replacing/rehabilitating the sewer system where leaks and cross connections are present. In addition, the cost of replacing sewer mains proactively, as opposed to reactively has been proven to be a much more cost effective approach to sewer infrastructure management.
5	WWTP Repair and Replacement	This project will repair and replace aging components of the wastewater treatment plant in accordance with the WWTP Asset Management Plan.	The wastewater treatment plant is a critical piece of infrastructure that maintains acceptable water quality in the Squamish River. Proper asset management is essential to ensure continued performance.
7	New Tandem Axle Vacuum Truck for Utilities	Tandem axle combination truck. Unit is capable of hydroexcavating, sanitary and storm sewer flushing, lift station cleaning, WWTP tank cleaning, catch basin cleaning and other general solid / liquid vacuum pick up.	Sanitary Sewer and Stormwater Master Plans both recommend regular flushing and cleaning of the sanitary and storm sewer collection systems. Currently the DOS owns 23 sanitary sewer lift stations that require quarterly and sometimes monthly cleaning. This is currently completed using contracted combination vacuum trucks from the city as there are no vacuum truck contractors in Squamish. An additional 4 lift stations will be added through growth in 2019 and 2020 which will require regular cleaning.
8	Sanitary Lift Station Pump Asset Management Program	Replacement and rebuilding of sewage lift station pumps that are at end-of-life or have either failed or test results indicate that will fail soon.	Replacement of pumps that are at the end of their useful life and/or have already failed. Predictive and preventative replacement of lift station pumps on an Asset Management Plan schedule before they fail reduces the risk of private property sewage back ups and lift station overflows and also reduces costs related to call-outs and overtime when the pumps do fail.
9	Wastewater Treatment Plant Blower Replacement and Energy Efficiency Upgrade	Replacement of existing end-of-life low pressure air blowers with more efficient positive displacement or turbine technology equipment.	Existing WWTP blowers are 45 years old. Best practice suggests that the expected life span for a blower is 25 years, and so are well past their expected life span and require replacement. Additionally an audit was conducted 2018, paid for through a BC Hydro grant program. The District may be eligible for grant funding to cover the cost of upgrading. To be eligible for grant funding the District must have funding for replacement of the blowers allocated.
19	Chiefview & Tantalus Sewer Upgrade	Chiefview & Tantalus Sewer Upgrade	Chiefview & Tantalus Sewer Upgrade - DCC 58 upsize for future growth

**DISTRICT OF SQUAMISH 2020-2024 FINANCIAL PLAN
CAPITAL PROJECTS - UTILITY FUND**

Ref #	Project Name	Project Description	Project Justification Benefits
10	DCC W15 - New Reservoir	In accordance with the Water Master Plan, a new reservoir is needed in order to address an existing deficiency and allow for continued growth, a new reservoir is needed to service infill redevelopment and new growth areas. The new reservoir will also help to address pump cycling issues at the Powerhouse Springs wellfield.	Address existing fire storage deficiency. Address pump cycling issues. Allow for continued community growth.
12	Fire Hydrant Installation	Install fire hydrants in areas that are known to be deficient. Last few years of an ongoing upgrading program. Scheduled to end in 2021.	Reduce risk in existing neighbourhoods.
13	Water Meter Installations	Add water meters to all remaining institutional, commercial and industrial and multi-family residential customers as well as all municipal facilities. Year three of a planned four year process. Continuation of work from 2018 and 2019.	Metering ICI, MF + municipal facilities will allow for better water tracking and will allow for equitable billing based on usage amongst those customers. This strategy was adopted by Council.
14	Water System Repair and Replacement	Repair and replace watermains, pressure reducing valves and other water system components in accordance with Water Master Plan.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. Currently, over 70% of the water system is comprised of AC (asbestos concrete) pipe at or nearing the end of its life. Replace these mains will reduce frequency of breaks and emergency repairs resulting in lower overall costs. Replacement will also reduce water loss due to leaking pipes.
15	Ford F550 Utility Service Truck Replacement (V9431)	Replacement of the Water Departments Ford F550 Utility Service Truck.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." As of 2019 there is \$98,480 in the Fleet Replacement Fund for this vehicle.
16	Replace Fencing at Lower University Reservoir and Pump Station	Replacement of fence around Lower University Reservoir and Pump Station. Needed to restrict access by the public to the facility.	Fence is too short and is next to a retaining wall making it easy to access restricted area and is in poor condition.

SPECIAL PROJECTS - Utilities

\$451,300

Amount directly funded by rates

\$401,300

How the Utility Special Projects Plan is deployed:

Master Plan Projects \$175,000

Amount directly funded by rates \$175,000

Municipal Services Projects \$226,300

Amount directly funded by rates \$226,300

CAPACITY BUILDING \$57,000

Amount funded by rates \$57,000

CYCLICAL OPERATIONS \$0

Amount funded by rates \$0

INFRASTRUCTURE OPERATIONS & MAINTENANCE \$169,300

Amount funded by rates \$169,300

FACILITIES OPERATIONS & MAINTENANCE \$0

Amount funded by rates \$0

GROWTH (Incl. DCC) \$50,000

Amount funded by rates \$0

DISTRICT OF SQUAMISH - 2020-2024 Financial Plan

UTILITY SPECIAL OPERATING PROJECTS				ANNUAL COST					2020 FUNDING					
Ref	Project Name	Department	Category	2020	2021	2022	2023	2024	TOTAL COST	GRANTS	RES/PROV	OTHER	ACC. SURPLUS	RATES
1	Landfill Expansion Pre-Design	500-Engineering	Growth	50,000	-	-	-	-	50,000				50,000	-
2	Landfill Security/IT System Upgrades	500-Engineering	Municipal Infrastructure	20,000	-	-	-	-	20,000					20,000
3	Single Use Engagement Materials	500-Engineering	Municipal Capacity	8,000	-	-	-	-	8,000					8,000
4	Solid Waste Bylaw Update - Outreach and Engagement	500-Engineering	Municipal Infrastructure	68,300	-	-	-	-	68,300					68,300
Sub-Total Solid Waste Fund				146,300	-	-	-	-	146,300	-	-	-	50,000	96,300
5	Fall Arrest Upgrades - Year 3 of 3	800-Utilities	Municipal Infrastructure	10,000	-	-	-	-	10,000					10,000
6	Lift Station Condition Assessments	500-Engineering	Master Plan	150,000	-	-	-	-	150,000					150,000
7	Outfall Inspection	500-Engineering	Master Plan	25,000	-	-	-	-	25,000					25,000
8	Replace / Upgrade Aging SCADA Software	800-Utilities	Municipal Infrastructure	-	50,000	50,000	50,000	-	150,000					-
9	Sewer System Electrical Safety Upgrades	800-Utilities	Municipal Infrastructure	25,000	25,000	25,000	25,000	25,000	125,000					25,000
10	VFD Pump Maintenance & Replacement Program	515-PW Electrical & Inst	Municipal Infrastructure	26,000	26,000	26,000	26,000	26,000	130,000					26,000
11	WWTP new staff changeroom	250-Facilities	Municipal Capacity	49,000	-	-	-	-	49,000					49,000
Sub-Total Sewer Fund				285,000	101,000	101,000	101,000	51,000	639,000	-	-	-	-	285,000
12	SCADA Hardware Replacement for Power House Springs	800-Utilities	Municipal Infrastructure	20,000	-	-	-	-	20,000					20,000
13	Water Rate Study	500-Engineering	Master Plan	-	50,000	-	-	-	50,000					-
14	Plateau/Thunderbird Reservoir Condition Assessments	500-Engineering	Master Plan	-	-	50,000	50,000	-	100,000					-
Sub-Total Water Fund				20,000	50,000	50,000	50,000	-	170,000	-	-	-	-	20,000
TOTAL - UTILITIES				451,300	151,000	151,000	151,000	51,000	955,300	-	-	-	50,000	401,300

**DISTRICT OF SQUAMISH 2020-2024 FINANCIAL PLAN
SPECIAL OPERATING PROJECTS -UTILITY FUND**

Ref #	Project Name	Project Description	Project Justification Benefits
1	Landfill Expansion Pre-Design	Complete a pre-design to determine estimated construction cost and land requirements to construct a landfill expansion.	The current vertical expansion of the landfill is anticipated to provide several additional years of space at the landfill, however, an expansion will be required in approximately 5-10 years (depending on success of waste reduction initiatives) and it is necessary to begin planning to complete consultation, secure crown land tenure and gain necessary approvals.
2	Landfill Security/IT System Upgrades	Increased and comprehensive security system at the Landfill as well as IT upgrades to ensure consistent connectivity for the software and security systems to run on.	To ensure security and safety at the site of both contractors and the public, as well as for liability purposes as there is currently no one onsite at night.
3	Single Use Engagement Materials	The development of public education and business support for compliance with the Single Use Items Reduction Bylaw.	The transitional support for the reduction of single-use items will focus on education and awareness, which will include the development of retail- and restaurant- specific materials as well as raising awareness with the general public to ensure compliance.
4	Solid Waste Bylaw Update - Outreach and Engagement	A part-time position will provide education, outreach and engagement regarding single-use plastic reduction and source-separation of organic and recyclables to multi-family homes (MFH) and institutional, commercial and industrial (ICI) properties. Funds will support all these activities.	This project ensures that MFH and ICI properties are supported in the transition to mandatory recycling for compliance in align with the Solid Waste Utility Bylaw. The implementation of an organics and recyclable disposal ban (via the Solid Waste Bylaw) is considered a priority due to the growth that the District is currently experiencing, the limited airspace remaining in the Squamish landfill. Additionally, this project supports the District's efforts in reducing single-use item usage within the community.
5	Fall Arrest Upgrades - Year 3 of 3	2016 engineering review recommended additional safety and fall arrest upgrades at numerous wastewater collection facilities and at the wastewater treatment plant. Year 3 of a 3 year program to remediate safety deficiencies and gain compliance with WorksafeBC.	Out of compliance with WorkSafeBC regulations. Engineering review has identified numerous deficiencies.
6	Lift Station Condition Assessments	Complete condition assessment for all (21) District sanitary lift stations and prepare repair/rehabilitation program.	District does not have a good assessment of current lift station condition or a plan to rehabilitate. Necessary for ongoing asset management purposes.
7	Outfall Inspection	Complete Outfall Inspection in accordance with our Discharge Permit. Required every 5 years.	Required by Ministry of Environment.
8	Replace / Upgrade Aging SCADA Software	Replace and upgrade existing SCADA software (computer system) that monitors and runs all of the District's Water, Sanitary Sewer and Storm infrastructure.	The current software is nearing the end of its useful life. An upgrade would allow better reporting and recordkeeping of data collected by the SCADA system to be used for various Public Works and Engineering studies, capital and operating projects. This project would put all Public Works infrastructure on a common SCADA software as it is currently divided between two.
9	Sewer System Electrical Safety Upgrades	Multi-year project to address safety risks identified by Electrical Department.	Existing electrical cabinets do not meet current electrical codes and poses a safety risk to staff. Electrocutation Risk!
10	VFD Pump Maintenance & Replacement Program	52 Variable Frequency Drives (VFD) exist in Public Works in various areas (Water, Sewer, Storm). 10-year program for planned replacement.	Aging electrical hardware needs to be replaced on regular schedule to avoid costly break downs which may damage property and require staff call-outs and overtime.
11	WWTP new staff changeroom	Staffing levels at the Waste Water Treatment Plant have risen over the last 5 years from 4 to 9 staff. There are existing change room and shower facilities but not enough for all staff to use and currently several staff change into work clothes in the morning in the garage area. This project proposes to turn an area of the garage into a change room with shower and washroom for up to 4 staff.	The provision of adequate change room areas is legislated by Worksafe BC under section 4.86 - Change Areas. This new change room will ensure that all staff have the space and privacy to change and shower as required.

DISTRICT OF SQUAMISH 2020-2024 FINANCIAL PLAN
SPECIAL OPERATING PROJECTS -UTILITY FUND

Ref #	Project Name	Project Description	Project Justification Benefits
12	SCADA Hardware Replacement for Power House Springs	Replacement of SCADA hardware and programming for Power House Springs water source.	Existing hardware is at end-of-life. PHS is a critical piece of DOS infrastructure.
13	Water Rate Study	Complete Rate Study, shadow billing and public consultation in order to arrive at a new water rate structure following installation of new water meters on ICI and multi-family properties.	Required to fulfill the intent of installing water meters, and to allow metered billing to occur.
14	Plateau/Thunderbird Reservoir Condition Assessments	Plateau/Thunderbird Reservoir Condition Assessments	Plateau/Thunderbird Reservoir Condition Assessments

SERVICE LEVEL CHANGES

\$133,000

Amount funded directly by utility rates

\$133,000

Net impact on rate revenue required over 2019

0.5%

How the Service Level Changes are deployed:

Strategic Plan Projects

\$133,000

Amount funded directly by utility rates

\$133,000

Net impact on rate revenue required over 2019

0.5%

Master Plan Projects

\$0

Amount funded directly by utility rates

\$0

Net impact on rate revenue required over 2019

0.0%

Municipal Services Projects

\$0

Amount funded directly by utility rates

\$0

Net impact on rate revenue required over 2019

0.0%

SERVICE LEVEL CHANGES

As At November 7, 2019

Ref	Service Name	Category	Division	Budget Manager	OPERATING	FTE (\$)	TOTAL COST	OTHER FUNDING	NET EFFECT ON TAXATION
UTILITIES									
1	Bylaw Enforcement Officer - Solid Waste Enforcemer Strategic Plan		Solid Waste	Bill Stoner	-	28,000	28,000	-	28,000
2	Power House Springs Annual Well Maintenance and Strategic Plan		Water	Bob Smith	80,000	-	80,000	-	80,000
3	Workforce Planning Contingency	Strategic Plan	Water	Bob Smith	-	25,000	25,000	-	25,000
					80,000	53,000	133,000	-	133,000

DISTRICT OF SQUAMISH 2020-2024 FINANCIAL PLAN			
SERVICE LEVEL CHANGES - GENERAL FUND			
Ref #	Project Name	Project Description	Project Justification Benefits
1	Bylaw Enforcement Officer - Solid Waste Enforcement & Short Term Rentals	This proposed Bylaw Enforcement Officer position will supplement current staffing levels to allow for the enforcement of the Solid Waste Utility Bylaw and the Single-Use Item Reduction Bylaw (once in effect) as well as the enforcement of matters related to short-term accommodation rentals.	The cost of this bylaw officer will be partially off-set by an estimated \$30 000 in licensing fees related to short term accommodation rentals. Conservative revenue estimates were used for the first year of the short term accommodation rental program, but it is anticipated that revenues will go up in future years as more residents buy in to the program and as enforcement ramps up.
2	Power House Springs Annual Well Maintenance and Rehabilitation	All of the Districts drinking water is produced via seven (7) wells at Power House Springs. An annual well maintenance and rehabilitation program is required to ensure the wells are able to supply drinking water to the District of Squamish.	15 years of well field operation experience, recommendations from professional hydrogeologists in addition to a water production capacity shortage in 2019 have made it apparent that a preventative maintenance program is required for the District wells. A four (4) year well maintenance program is proposed that will inspect and rehabilitate two (2) wells per year.
3	Workforce Planning Contingency	District of Squamish is currently undertaking a Workforce Planning exercise which is studying the organization's current capacity along with requirements to meet future recruitment and retention objectives.	District of Squamish is currently undertaking a Workforce Planning exercise which is studying the organization's current capacity along with requirements to meet future recruitment and retention objectives. This project will fund the resulting outcomes.